

EXHIBIT D

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Moving Forward

Campaign Retrospective

October 2018

Campaign Recap

We delivered a fully integrated campaign that spoke to our commitment to move in a new direction as a company and delivered tangible proof points of improvement to riders.

May	June	July	August	September
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May 14

Dara's Message (hero ad)

**Hero
Message**

June 4

Product Improvements (chapter summary spot)

Corporate Change Social Series

**Proof
points**

May 14

Ch 1: 5 Star Rides

"Getting better every trip, with your help"

On-trip Ratings
Quality Rewards
24/7 Driver Support
Carbon

June 4

Ch 2: Safety

"Stay connected and protected throughout your trip"

Safety Center
Trusted Contacts
Emergency Assistance
Enhanced Driver Cards

July 16

Seasonal Moment: Travel

"Count on a familiar ride for new adventures"

Availability
Cash-free
Uber Visa Card

Aug 13

Ch 3: Pickups

"Tools to take the stress out of your pickup"

Spotlight
Pickup Messages
On-Tap Status Updates
Guaranteed Scheduled Rides

Ch 4: A New Direction

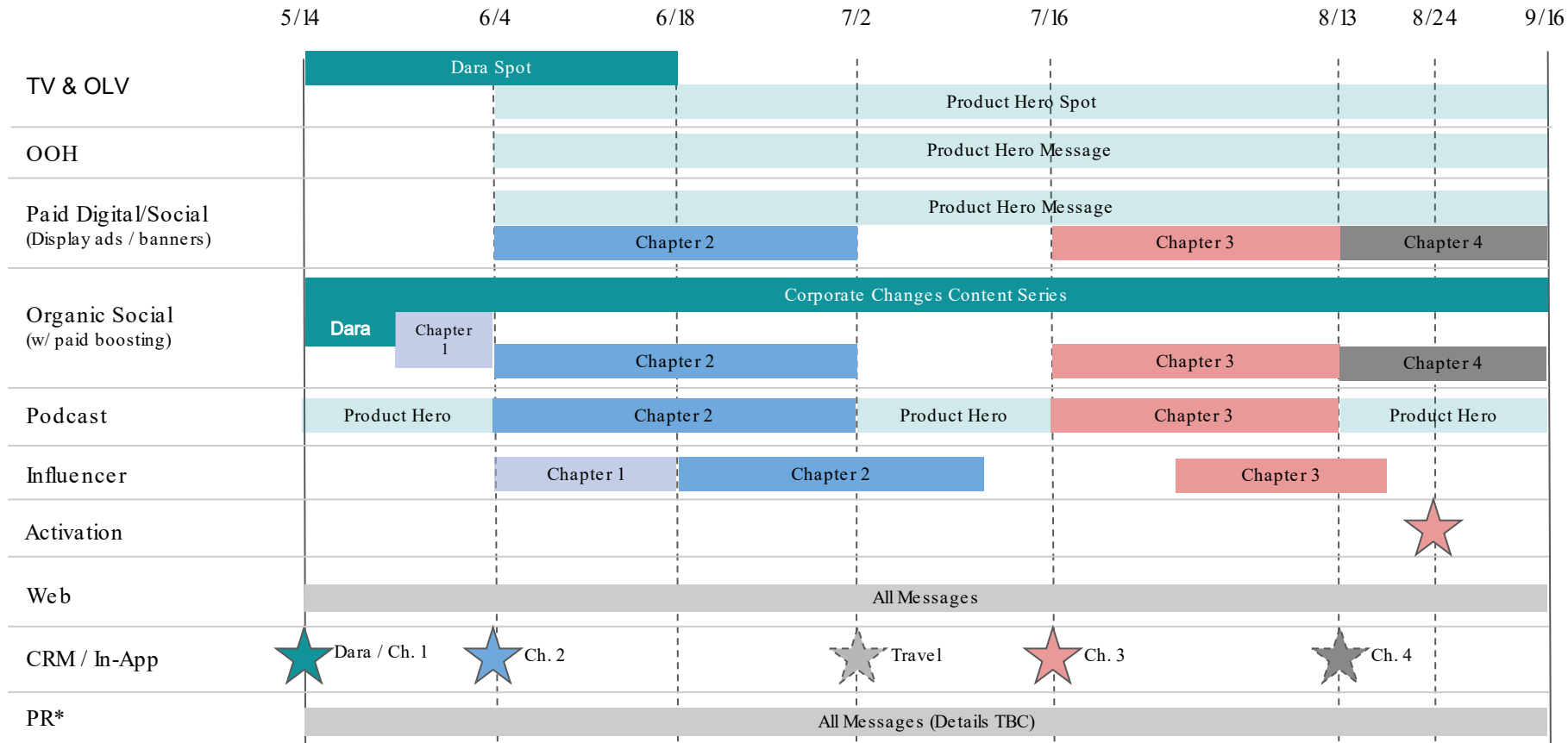
"A new direction & new ways to get around"

Recap
UberBikes (Modalities)
Express Pool (Affordability)

Campaign Recap

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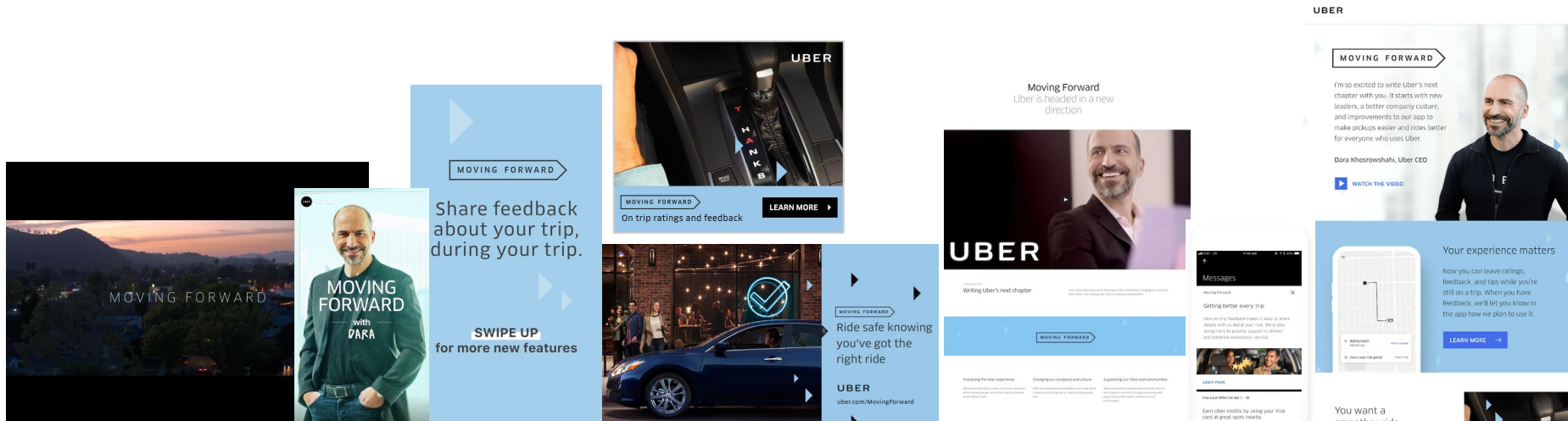
18 weeks on air across multiple channels/touchpoints, allowed us to drive positive sentiment forward.



Launch & Chapter 1

Dara's Way Forward & Quality

May 13, 2018



TV

Social

Digital

OOH

Web

In-App

CRM

Chapter 2

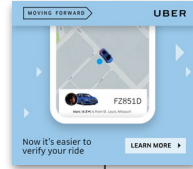
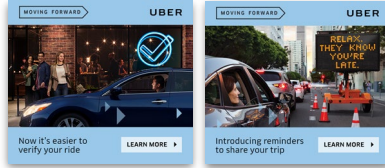
Safety

June 3, 2018



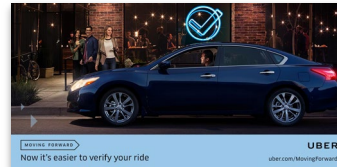
TV

Social

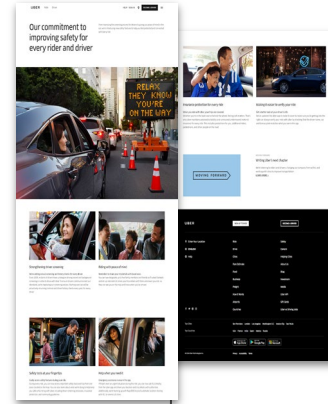


Digital

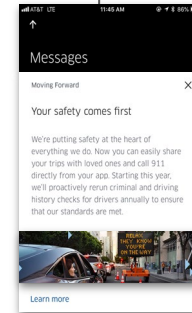
OOH



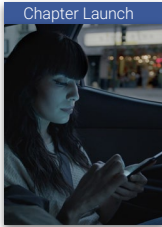
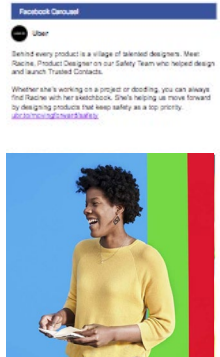
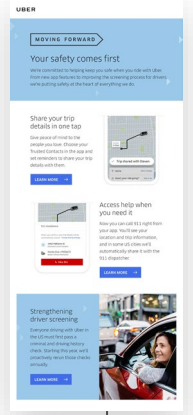
Web



In-App



CRM



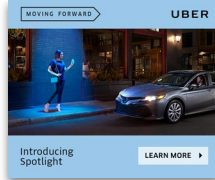
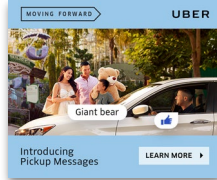
Chapter 3

Pickup

July 15, 2018



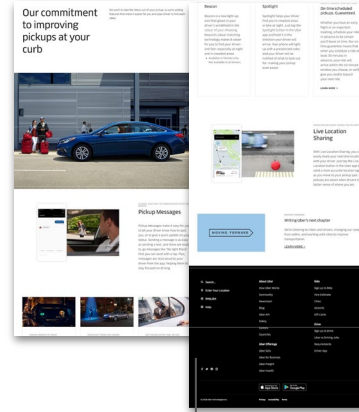
Product TV



Social

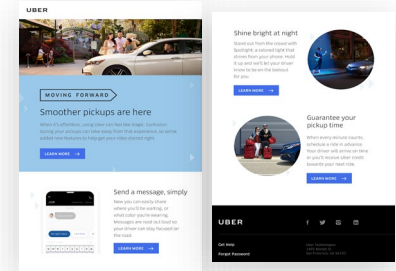
Digital

OOH



Web

In-App



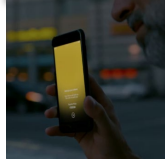
CRM

Activation

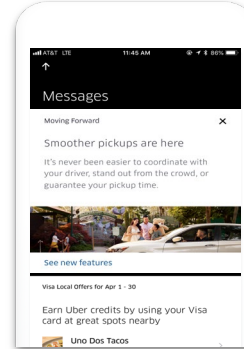
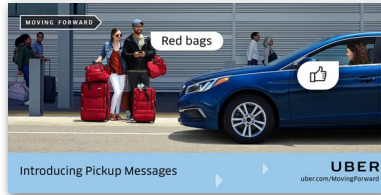
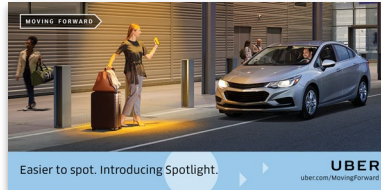
Facebook Video Post



Chapter Launch



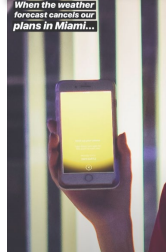
Instagram Story



Instagram Post



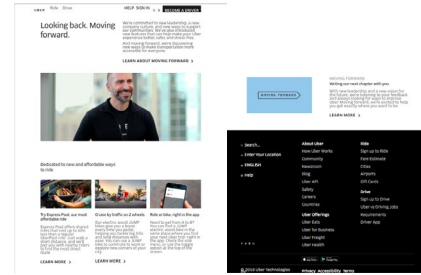
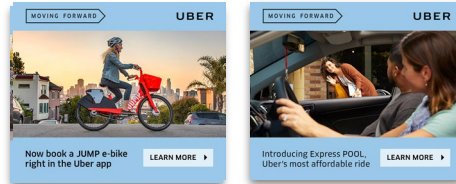
Instagram Story



Chapter 4

New Ride Options

August 13, 2018



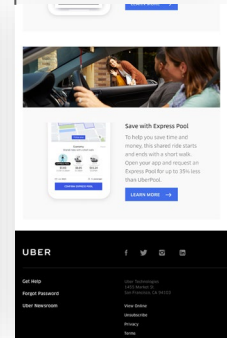
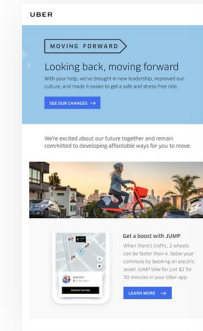
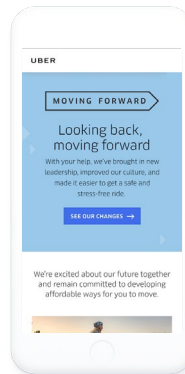
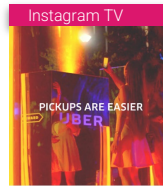
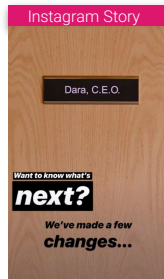
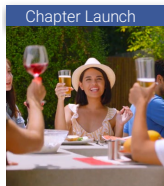
Social

Digital

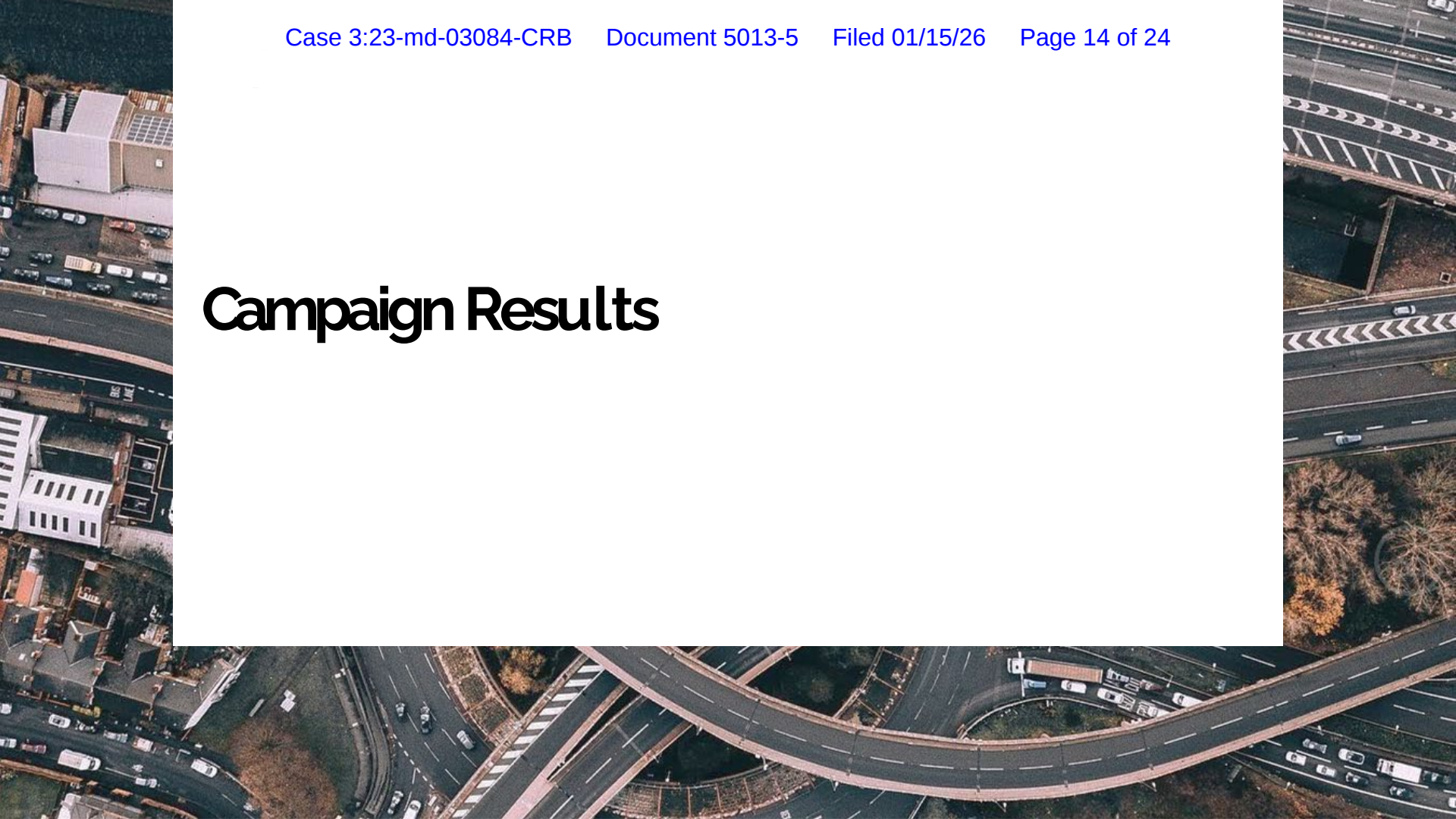
In-App

Web

CRM



Campaign Results



Moving Forward | Brand Campaign 1

Summary

Campaign Strategy	Campaign Objective	Campaign Run-time	Total Spend
Integrated marketing campaign to demonstrate Uber's commitment to change and give tangible proof of that. (US + IT // Company change + Product Improvements)	Increase Brand Favorability	5/14/18 to 9/16/18 18 weeks	Working: <u>\$55M</u> Non-Working: <u>\$4.8M</u>

Channels - Learnings & Takeaways

PAID

- 93% reach of Adults 18-49 y.o at a 24x Frequency
- Multi-channel effort including: TV, OOH, OLV, Paid Social, Display and Podcasts.
- Delivered +2.8 pt lift in Favorability

CRM

SOCIAL

WEB

Paid Media

Key Results

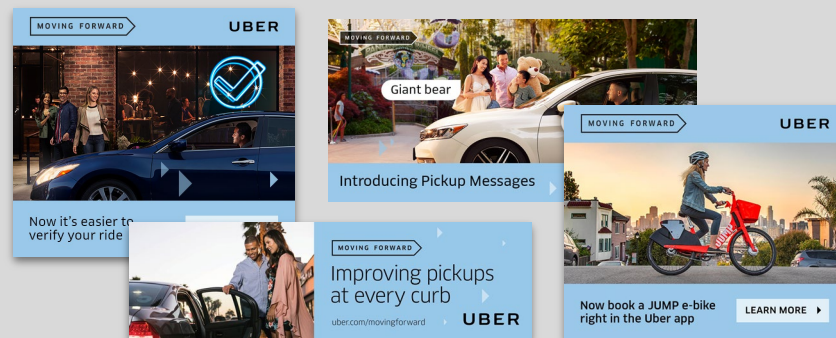
Full campaign results

- The campaign reached 93% of Adults 18-49 an average of 24 times throughout the 3.5 month flight across TV, Out-of-Home, Digital Video, Paid Social, Display, and Podcast
- The Incremental Exposure Test showed a 2.8 point lift in favorability for Active Riders who received added TV + Digital frequency, along with lifts in core brand attributes ("strong corporate leadership", "committed to safety", etc.)
- Channel-specific studies showed relative lifts in recall, favorability, and brand attribute association, exceeding benchmarks. Results are directional given varying methodologies
- The campaign had greater impact on Active Riders compared to Churned Riders and Opinion Elites, suggesting the creative is resonating best with the Active Rider audience

Overall, the campaign was effective in impacting sentiment among key audiences.

Recommendations for future campaigns include:

- Customize creative for each platform, e.g. short, "sound-off" assets for social and simplistic messaging for OOH
- Set frequency caps at optimal levels (4-5x/month for Riders, 10x/month for Opinion Elites) to increase media efficiencies
- For brand campaigns, a minimum of 80 TV GRPs is necessary to sustain ad recall



Social

Key Results

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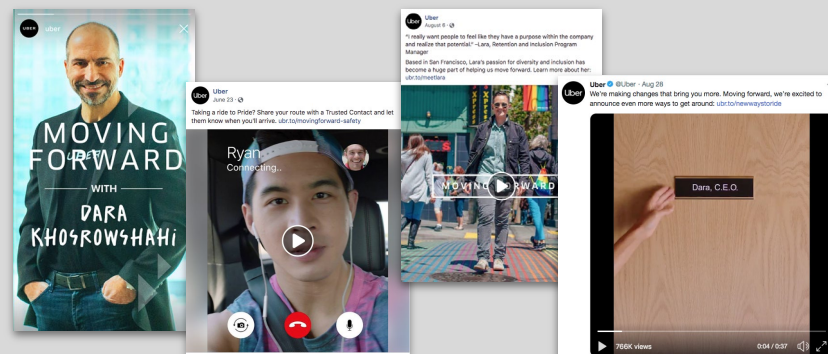
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KPIs/Metrics/Key Stats

[Campaign results](#)

Conclusions / Recommendations



CRM

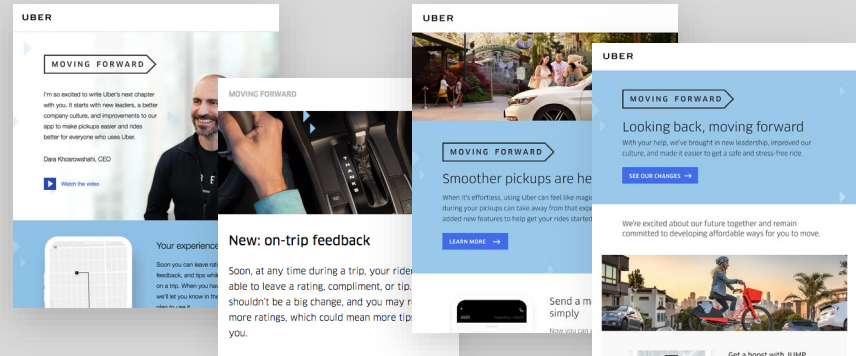
Key Results

KPIs/Metrics/Key Stats

[Post-analysis here](#)

Conclusions / Recommendations

[Post-analysis here](#)



Web

Key Results

Pageviews
2,931,384

Bounce Rate
82.78%

Avg. Time on Page
00:01:35

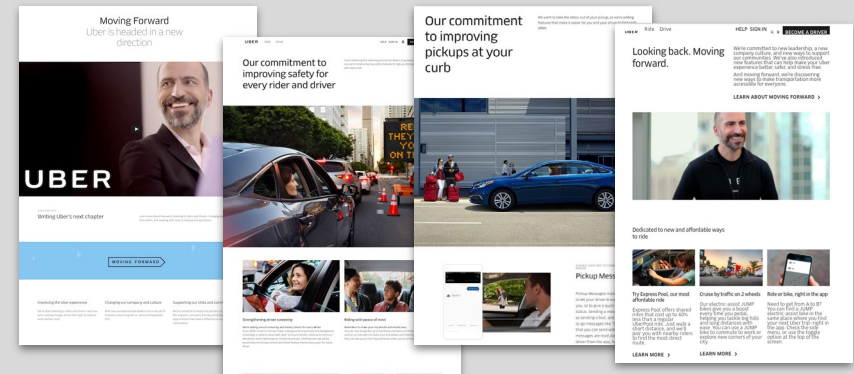
Page	Pageviews ▾	Sessions
www.uber.com/u/moving-forward/	1,447,808	1,237,258
www.uber.com/u/moving-forward/pickups/	708,209	620,519
www.uber.com/u/moving-forward/safety/	271,403	225,670
www.uber.com/u/moving-forward/quality/	118,708	66,456

Channels

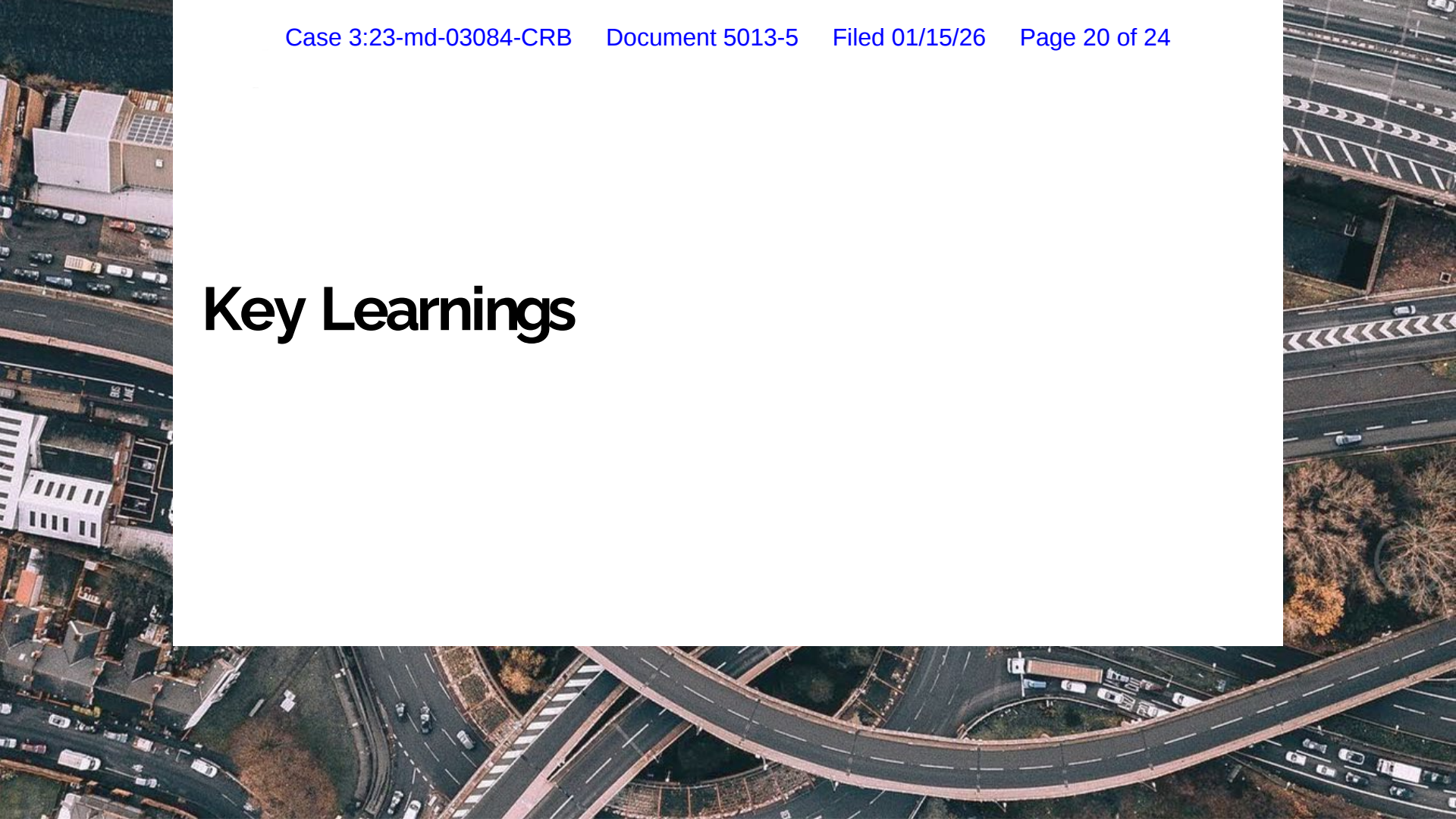
Uber Channel Group	Pageviews ▾
1. Email	905,531
2. Direct	845,015
3. Video	596,195
4. Paid Social	239,787
5. Programmatic Display	126,377
6. Organic Social	95,514
7. Organic Search	61,063
8. Referral	20,909
9. Search Brand	9,802
10. (Other)	8,787

Conclusions

- More than 70% of traffic happened on main landing page and Pickups
- While bounce rate is high, the time visitors spent enough time on pages to consume all content available
- Email and Digital video delivered the best performance in click-through traffic. However, direct (URL input) was the 2nd most used way to find the site



Key Learnings



What Worked Well

Summary

- **Transparency and open communication within cross-functional teams**
 - The regular meetings kept the different POCs up-to-date on the current status, future action items, and general learnings.
 - With the fast turnaround for every launch moment the different teams required constant collaboration.
- **On-going learning experience and ever-optimizing process**, first time for a campaign of this magnitude and scope to be launched out of this team
 - The entire cross-functional team involved in the campaign found themselves in a brand new experience at Uber with a project of this size/speed/expectation and were able to come together as a unified front to launch a successful marketing campaign.
 - Every chapter launch provided its own specific learning that was then applied to the following chapter and future campaigns.

What Can Still Improve

Summary

- **Sufficient lead time** is necessary for a campaign of this size and scope to be properly resourced, planned, and executed on a regular basis. For this particular campaign we were against the clock and many of the teams assigned to this found themselves going above and beyond the expectations. Campaign launched on time but this was not a sustainable method. Burnout and project fatigue was a major issue.
- **Product feature stability** was a regular issue with each chapter launch. Marketing team found themselves regularly scrambling and pivoting to accommodate last minute product feature changes/delays.
- **Leadership alignment on expectation** of campaign prior to kick-off
 - With the fast-paced turnaround on the campaign and the tumultuous time the MF project ran into many issues with constant shifting in leadership and direction. Hopefully, this will no longer be the case for future campaigns.

Recommendations

Summary

- **Appropriate lead time** to be taken into account based on the size and expectation of a marketing campaign
 - Every team involved found themselves rushing to accommodate last minute pivots and tight deadlines, with the reason for the rush not always clear
- **Resource team support accordingly**
 - Expectations set up front by all marketing leadership to dictate the realistic scope of the ask to then define the necessary people-power needed to support this campaign. With experience launching C1 & C2, this should be much easier 'moving forward.'
 - Trickle down the priority of the campaign and share out with all impacted teams. De-prioritize projects that may be detracting from the larger campaign

Individual Team Feedbacks

- [Core Team retrospective doc](#)
- [Creative Team retrospective doc](#)
- [Web Team retrospective doc](#)
- [CRM Team retrospective doc](#)
- [Paid Media Team retrospective doc](#)
- [Social Organic Team retrospective doc](#)